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January 24, 1997

To: All Department and District Heads,  
& Presiding Judges

From:   
John Hill  
Affirmative Action Compliance Officer

Subject: **DISCRIMINATION PREVENTION TRAINING FOR  
MANAGERS AND SUPERVISORS**

On December 3, 1996, the Board of Supervisors instructed the Office of Affirmative Action Compliance (OAAC) to work in conjunction with the Department of Human Resources and the Chief Administrative Officer to develop a comprehensive training program for all County managers and supervisors on issues of discrimination and harassment. The Board expressed its concern with continued payment of County funds for legal settlements involving sexual harassment and employment discrimination cases.

To remedy this problem, the Board indicated that it is imperative that all managers and supervisors receive appropriate training on employment discrimination prevention and their responsibilities and liabilities. The Board also requires that managers and supervisors be trained on discipline and the use of effective management techniques to mitigate issues involving discrimination and harassment.

The employment discrimination prevention element of the training will be provided by my office beginning in April 1997. Each County department will be responsible for the cost of OAAC training their managers and supervisors. I anticipate that the majority of the training will be completed over the course of the next two fiscal years. I am requesting that each department determine if they have funds to train staff during Fiscal Year 1996-97, if not, project a training expenditure for Fiscal Year 1997-98 to meet this Board mandate.

Please have your staff complete the attached Discrimination Prevention Training Expenditure Form and return via FAX to (213) 626-7034, as quickly as possible for Fiscal Year 1997-98 budget purposes. If your staff have any questions, please have them contact Dennis A. Tafoya, Senior Deputy of my staff, at (213) 974-1384.

JH:DAT:HP

Attachment

c: Chief Administrative Officer  
Director of Personnel



## **OUTLINE OF THE OFFICE OF AFFIRMATIVE ACTION COMPLIANCE DISCRIMINATION PREVENTION TRAINING**

### **INTRODUCTION**

- Trainer distributes workbook material.
- Trainer refers to Board of Supervisors action of December 3, 1996 which mandates that all managers and supervisors receive Employment Discrimination Prevention training due to the increasing number of monetary settlements involving discrimination.

### **OBJECTIVES**

- Identify roles, rights, and responsibilities under Civil Rights laws, regulations and policies.
- Explain major concepts such as disparate treatment, adverse impact, sexual and racial harassment, and reasonable accommodation as they relate to employment conditions.
- Identify discriminatory employment practices and conditions.
- Identify actions for supervisors to take for preventing and eliminating discriminatory practices and conditions.
- Communicate equal employment opportunity requirements in a positive manner.
- Identify supervisory responsibilities under Los Angeles County's discrimination complaint procedure.

### **QUIZ ON EQUAL EMPLOYMENT OPPORTUNITY AND DISCRIMINATION**

- Trainer asks participants to answer the 14 questions in the workbook.

### **DEBRIEF QUIZ**

- Trainer debriefs each question with participants.

### **EQUAL EMPLOYMENT OPPORTUNITY & AFFIRMATIVE ACTION (EEO/AA) DEFINITIONS**

- Trainer defines EEO/AA.

### **LEGAL BASIS FOR EEO/AA**

- Trainer provides an overview of all the pertinent Federal and State laws and regulations.

## COUNTY OF LOS ANGELES POLICIES

- Trainer discusses the County's Equal Employment, Non-Discrimination, Sexual Harassment, and Americans with Disabilities Act Policies.

## TYPES OF DISCRIMINATION

- Trainer introduces various types of discrimination to prepare participants for the video presentation and group discussion.

## VIDEO

- The participants view a 26-minute video that presents four different discrimination scenarios.
- The trainer debriefs each of the four scenarios with the participants. Each scenario is also debriefed by a panel of experts in the video.

## TITLE VII DISCRIMINATION

- Trainer discusses scenarios that demonstrate the following discrimination theories: disparate treatment; disparate/adverse impact; religious accommodation; retaliation; and sexual harassment. Participants respond to an exercise involving the discrimination theories and trainer debriefs the answers.

## INTERNAL AND EXTERNAL COMPLAINT PROCESS

- Trainer discusses the County's process for handling internal and external complaints.

## RESPONDING TO CHARGES OF DISCRIMINATION

- The trainer discusses and provides tips for supervisors to respond to charges of discrimination.

## CONCLUSION AND EVALUATION

- Participants complete evaluation forms.